

Operational Plan for the University of Dammam



OVERVIEW

For decades the Kingdom of Saudi Arabia has been committed to education; investing in institutions of higher learning throughout the nation that nurture, educate, train and develop creative professionals who are ready to lead and meet the needs and challenges of the nation as well as the local communities. The University of Dammam (UoD) in alignment with the education policies put forth by the Custodian of the Two Holy Mosques and the Ministry of Higher Education has focused its own policies on the needs of the community and fulfilling the demands of higher education.

After a careful review of the various objectives, programs and trends seen in the area of quality and academic planning at numerous academic institutions at the national, regional and international levels, the Deanship of Quality and Academic Accreditation (DQAA) was established at the University of Dammam in order to fulfill the requirements of the National Commission for Assessment and Academic Accreditation (NCAAA). The establishment of DQAA demonstrates the University's commitment to elevating the overall quality of performance in education, research and community service, as well as the performance of the other administrative entities at the University of Dammam, while ensuring the quality of academics, administration and training necessary to reach the highest standards.

The Deanship of Quality and Academic Accreditation, which was established in 2010, originally started out in 2007 as the University's Quality Management Office and in 2009 it became the Center for Quality and Planning. The evolution of this deanship from an office to a full-fledged deanship reflects the vision and commitment of HE, Dr. Abdullah M. Al Rubaish, the President of the University of Dammam. The Deanship's focus is on the continuous improvement of quality education at the University. When the University of Dammam was identified by the NCAAA as one of the national institutions that would undergo the process of academic accreditation, the Deanship played a crucial role in this process.

Deanship of Quality and Academic Accreditation
General Supervisor's Message

Greetings and a warm welcome from the Deanship of Quality and Academic Accreditation. I appreciate your opinions, comments and valuable suggestions that will contribute to the continuous improvement of this Deanship.

It is well known that the Saudi government and the Custodian of the Two Holy Mosques are committed to higher education through the establishment of academic institutions and the opening of centers that are intrinsically linked to the various needs of the Kingdom's communities. On the basis of this commitment and in response to the tireless efforts by the Ministry of Higher Education, the University of Dammam has focused on translating these interests and policies into reality, by taking into account the increasing demand of the community for higher education as well as the various requirements necessary for comprehensive development.

Universities are established on strong foundations from which the building blocks of development and progress towards excellence are constructed. The foundation of quality is at the forefront of UoD where academic accreditation is one of the University's main goals. In this context, the University is taking a quantum leap in the field of capacity development and the quality of performance, in order to address the urgent demand for improvement and continuous development in various areas in order to cope up with the rapid developments taking place in the environment of higher education. The DQAA was established to understand, enhance and strengthen the academic system of UoD. The Deanship is a reflection of the University's determination to raise the level of quality in performance, achievement in education, research and community service.

The main responsibilities of the Deanship are as follows:

- Supervise quality improvement, training and development at the University.
- Encourage and assist colleges in order to provide programs consistent with the criteria of academic accreditation and overall quality.
- Evaluate these programs periodically, so that they can be in line with continuous scientific and practical developments in order to elevate the University to an unprecedented level that is recognized locally, regionally and globally and to meet the requirements of the national development plans in the Kingdom.
- To provide guidance, expert advice and mechanisms required in order to achieve recognized academic, professional, national and international accreditation and certifications for institutions, programs and laboratories.
- To monitor the international ranking of the University and provide advice and tools for improvement.

May Almighty Allah guide us and grant success to us all.

Dr. Ahmad Bin Abdullah Al- Kuwaiti

General Supervisor, Deanship of Quality and Academic Accreditation

VISION

Pioneering and excellence in applying standards for achieving national and international accreditation, certification and ranking.

MISSION

Instill a culture of quality and continuous improvement in all University activities in order to achieve the University's vision and strategic goals.

VALUES

- Innovation
- Excellence
- Professionalism
- Transparency

GOALS

Goal 1

Enhance the institutional commitment to continuing quality improvement by effective leadership and widespread involvement of faculty and students.

Objectives

Objective 1.1	Provide quality management support to the University's leaders and administration.
Objective 1.2	Encourage faculty to engage as partners in establishing a culture of professional evaluation.
Objective 1.3	Weave evaluation and planning for quality improvement into routine administrative and accreditation processes.
Objective 1.4	Develop systems of reward and institutional recognition for offices, which will help achieve quality objectives.
Objective 1.5	Encourage creativity and innovation in professional activities.
Objective 1.6	Attract and invest in highly qualified personnel in the discipline of quality in order to serve the University and community.
Objective 1.7	Attract institutions and individuals with distinguished qualifications and extensive experience in order to provide services to the University per the regulations of recruitment and service contracts.

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Objective 1.8	Create an appropriate academic environment that attracts highly qualified professionals in the field of quality.
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Goal 2

Ensure that the scope of Quality Management (QM) continues to be comprehensive, including institutional research and measurement.

Objectives

Objective 2.1	Expand the mechanisms, which insure that academic and administrative entities participate in the QM processes.
Objective 2.2	Develop and approve a manual of the policies and procedures dedicated to QM.
Objective 2.3	Expand the scope of evaluations and provide reports that give an overview of performance for the University as a whole as well as each division.
Objective 2.4	Evaluate input, processes and output with an emphasis on the quality of output.
Objective 2.5	Assure that acceptable standards are met and that there is continuous improvement in performance.

Goal 3

Increase the efficiency and effectiveness of the administration of the QM process with policies, structures and formal operating plans.

Objectives

Objective 3.1	Equip the Deanship of Quality and Academic Accreditation (DQAA) so that it can provide QM services for the University of Dammam and its colleges, centers and administrative offices.
Objective 3.2	Develop, update and operationalize the organizational chart of DQAA by including executive, operational, standing and advisory committees to continuously achieve the mission and vision of the University.
Objective 3.3	Establish supporting academic units that assist in achieving DQAA's mission and vision.
Objective 3.4	Create a number of directorates, units and offices that serve the various systems of Total Quality Management.
Objective 3.5	Appoint quality and administrative staff to ensure the continuous

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	implementation of the Deanship's plan, future and vision.
Objective 3.6	Assign resources and support to DQAA and QM units at the University, including ICT support.
Objective 3.7	Prepare computer compatible forms and optimize survey instruments for use university wide, with processes and timelines for reviews, evaluations and reports.
Objective 3.8	Evaluate and report on the administrative arrangements and processes used in DQAA.
Objective 3.9	Set up cooperation with similar deanships, nationally, regionally and internationally.
Objective 3.10	Conclude partnership arrangements between UOD and academic and administrative institutions relevant to the University's activities to Enhance the total quality systems in all activities at the University.

Goal 4

Establish Key Performance Indicators (KPI's) as well as benchmarks, develop their methodology and applications and secure their approval and implementation throughout the University of Dammam.

Objectives

Objective 4.1	Finalize the selected KPI's that provide objective evidence of quality performance to achieve the targeted objectives for academic and administrative offices.
Objective 4.2	Select common quality indicators to evaluate the performance of identical tasks carried out by different organizational units (e.g. teaching, research, community service) and provide valid comparisons of performance.
Objective 4.3	Finalize and approve internal and external benchmarks to create best practices for comparing quality of performance and monitor achievements regularly.
Objective 4.4	Provide uniform computer compatible formats for KPI's and benchmarks university wide.
Objective 4.5	Develop programs to respond to areas that have been identified as requiring improvement and monitor the results of their implementation.

Goal 5

Involve a range of external stakeholders in sustaining the QM processes, who are responsive to action plans based on evidence-based KPIs and review processes.

Objectives

Objective 5.1	Develop evidence-based verification systems to check the quality of self-evaluation surveys.
Objective 5.2	Enhance the system of external, independent experts to verify the results of internal customer satisfaction surveys.
Objective 5.3	Establish institutional policies and procedures to verify the standards of achievement by students in relation to other institutions and the requirements of the National Quantifications Framework.

Goal 6

Develop, establish and install an approved academic department for the Quality Management program.

Objectives

Objective 6.1	Follow University procedures to establish a new academic department with approval from the University Council.
Objective 6.2	Ensure that the new program meets the required academic standards of NCAAA and allied certifying bodies in the field.
Objective 6.3	Insist on collaboration of the DQAA with industry and the community in the implementation of the new program.

Goal 7

Foster principles of Total Quality Management in the academic process in order to produce professional, qualified graduates who meet the requirements of the labor market.

Objectives

Objective 7.1	Improve and update student evaluation procedures to fall in line with NCAAA and other international accreditation bodies' requirements.
Objective 7.2	Activate systems of internal and external review for the self-evaluation processes of the University's administrative and academic units.
Objective 7.3	Use process outcomes in mapping continuous improvement plans.

Goal 8

Support the University's academic and administrative units in order to design and develop their strategic plans.

Objectives

Objective 8.1	Support various entities of the University in drafting the vision and mission statements relevant to each.
Objective 8.2	Link the strategic goals of each entity within the University with the vision and mission of the University.
Objective 8.3	Support various units of the University in drafting improvement strategies relevant to each.

Goal 9

Ensure the effective activation of continuous training programs in quality, not only within the University but in the community as well.

Objectives

Objective 9.1	Prepare a matrix for training the administrative leaders and staff to develop their skills in total quality management based on their training needs.
Objective 9.2	Prepare a matrix for training academic leaders, faculty members, staff and students in order to develop their skills in total quality management on the basis of their needs.

Goal 10

Support the academic and administrative units of the University in order to obtain accreditation from prestigious accreditation bodies.

Objectives

Objective 10.1	Communicate with international accreditation bodies recognized by the NCAAA through the University's academic units.
Objective 10.2	Encourage the administrative departments to obtain accreditation from accreditation bodies relevant to the professional activities of each.
Objective 10.3	Provide technical and academic support to all offices in order to meet the accreditation requirements of national and international accreditation bodies.

Responsibilities of DQAA

1. Develop Commitment To Quality Management (QM) and Improvement

The Deanship should:

- 1.1 Promote an understanding of the importance of QM as well as academic and professional accreditation and of the strategies required to achieve both.
- 1.2 Develop the mission and objectives for QM at the University of Dammam and encourage its offices to take similar action in their own spheres of professional activity.
- 1.3 Arrange for recognition and rewards for significant improvements and outstanding achievements in quality.
- 1.4 Involve stakeholders in strategies for QM and academic as well as professional accreditation.
- 1.5 Ensure community awareness of significant achievements at the University of Dammam.
- 1.6 Seek collaboration with industry in the enrollment and education of students in the proposed Quality Management Programs.

2. Assist and Support Internal Administrative Units in Their Quality Improvement Planning

The Deanship should:

- 2.1 Arrange for the nomination and/or appointment of qualified professionals for the administrative offices throughout the University.
- 2.2 Provide and/or arrange for training University staff in the QM processes and accreditation.
- 2.3 Cooperate with other departments in the University in providing orientation programs for new staff members in order to ensure understanding and support for the QM and accreditation strategies.
- 2.4 Assist in the preparation of QM plans and their evaluation.

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- 2.5 Develop standardized forms for the University for conducting surveys and evaluate quality indicators such as: teaching evaluations, employer or graduate surveys as well as program and course specifications and reports.
- 2.6 Provide technical support for assessing surveys, such as: determining the validity and reliability of assessment tasks and evaluation surveys.
- 2.7 (a) Collaborate with UoD alumni in order to conduct surveys of graduates and other stakeholders.
(b) Maintain contact with graduates and other stakeholders and seek their opinion and advice on QM strategies.
- 2.8 Assist UoD offices in identifying independent evaluators to assist them in their QM and accreditation activities as well as solicit advice on QM.
- 2.9 Provide reference materials and disseminate information about other institutions in Saudi Arabia and abroad that can assist faculty and staff on QM and academic accreditation.

3. Coordinate Institution wide Strategies for QM, Improvement and Academic Accreditation

The Deanship should:

- 3.1 Develop a QM plan for the University of Dammam as a whole.
- 3.2 Specify Key Performance Indicators (KPIs) for use University wide, allowing for each department to define any additional relevant indicators.
- 3.3 Maintain files and records, preferably in an electronic format, of plans, reports, statistical information and other information for reference over time.
 - 3.3.1. Publish data on time-series and trends across the University of Dammam
Follow up on plans for quality improvement in order to monitor implementation and evaluate success, such as ensuring the closure of the audit cycle.
- 3.4 Coordinate and lead the preparation and management of external institutional reviews.
 - 3.4.1 Coordinate these with external program levels.

4. Report on the Development of QM Throughout the University

The Deanship should:

- a. Prepare annual reports on QM and academic accreditation, drawing on KPIs and consolidated information from reports from offices throughout the University.

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- b. Lead periodic institution self-studies for the University and coordinate these studies with self-assessments of programs, thereby creating a culture of quality at the University of Dammam.

The Quality Assurance System at UoD

UoD's quality assurance system is defined as the systematic, structured and continuous monitoring of quality in terms of maintaining and improving quality. UoD has developed its own approach to quality assurance (Figure 1).

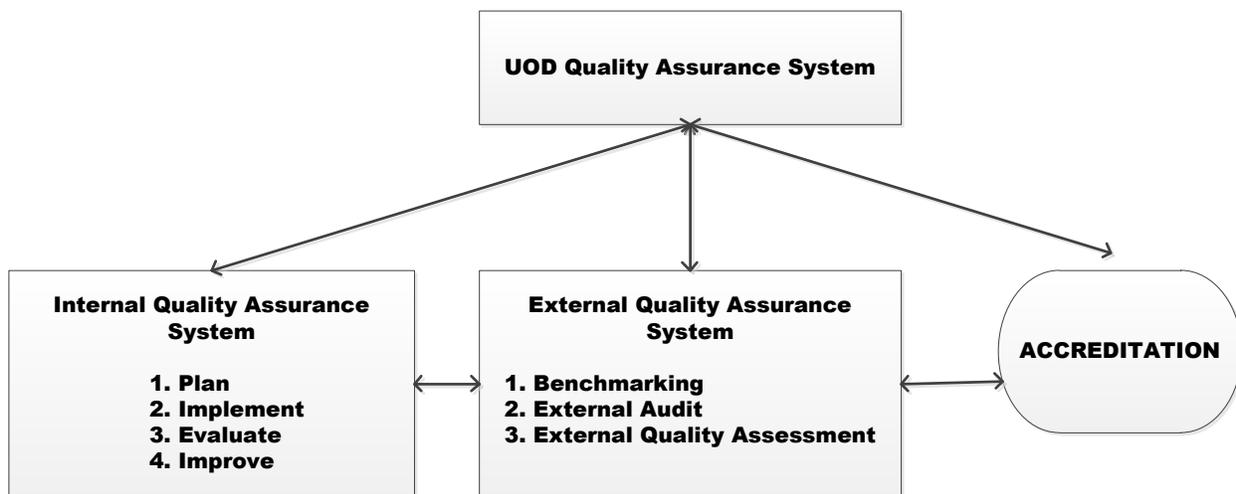


Figure 1: The Quality Assurance System at UoD

The Quality Assurance System at UoD has the following internal and external elements:

- Internal quality assurance includes the systematic planning and implementation process, monitoring instruments, evaluation instruments and activities focused on improvement.
- External Quality Assessment (EQA) includes: benchmark activities, external audit or external quality assessment.
- A third specific element in the Quality Assurance System is accreditation. Accreditation is a milestone of the QA system. The system for quality assurance and accreditation is designed to support continuing quality improvement and to publicly recognize UoD and its programs that meet required quality standards.

UoD Internal Quality Assurance System (IQA)

The University has developed a comprehensive system, including, but not limited to student surveys, to regularly evaluate and report on teaching effectiveness in all courses, as well as program delivery and support services. The aim of the IQA is not only to promote the introduction of an IQA system inside the University, but also promote the harmonization of the QA system at UoD with general guidelines. The guiding principles for evaluations are based on UoD's quality cycle of Plan, Implement, Evaluate (monitor, interrogate and interpret) and Improve.

Principles of Performance Measurement System

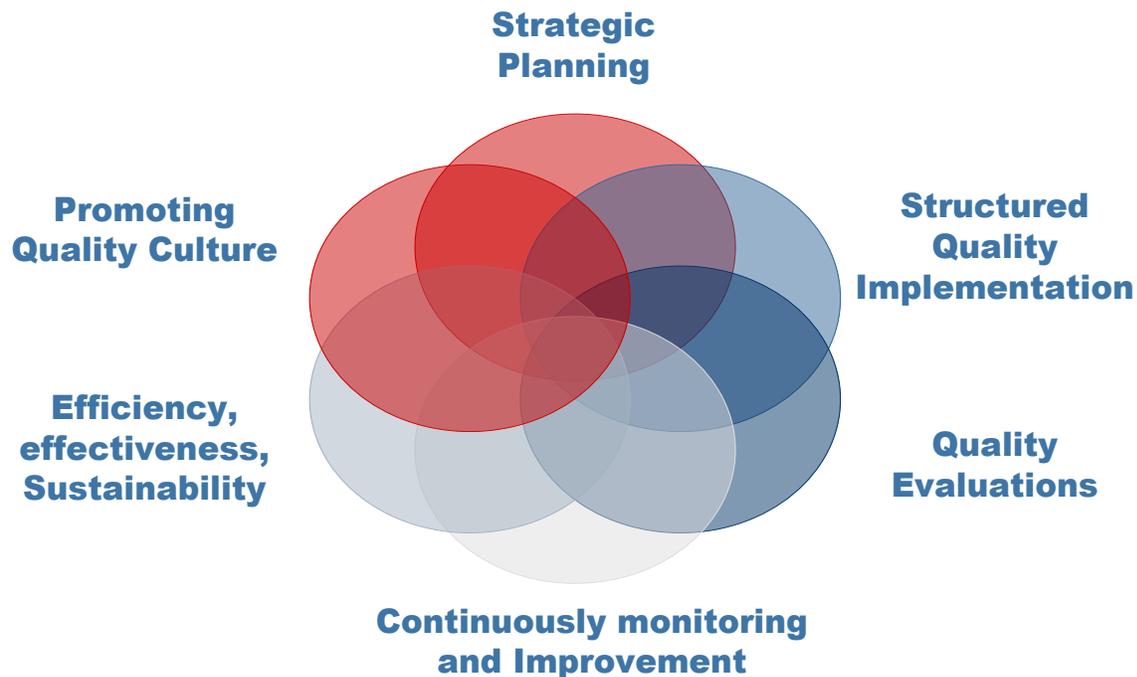


Figure 2: Principles of the Performance Measurement System

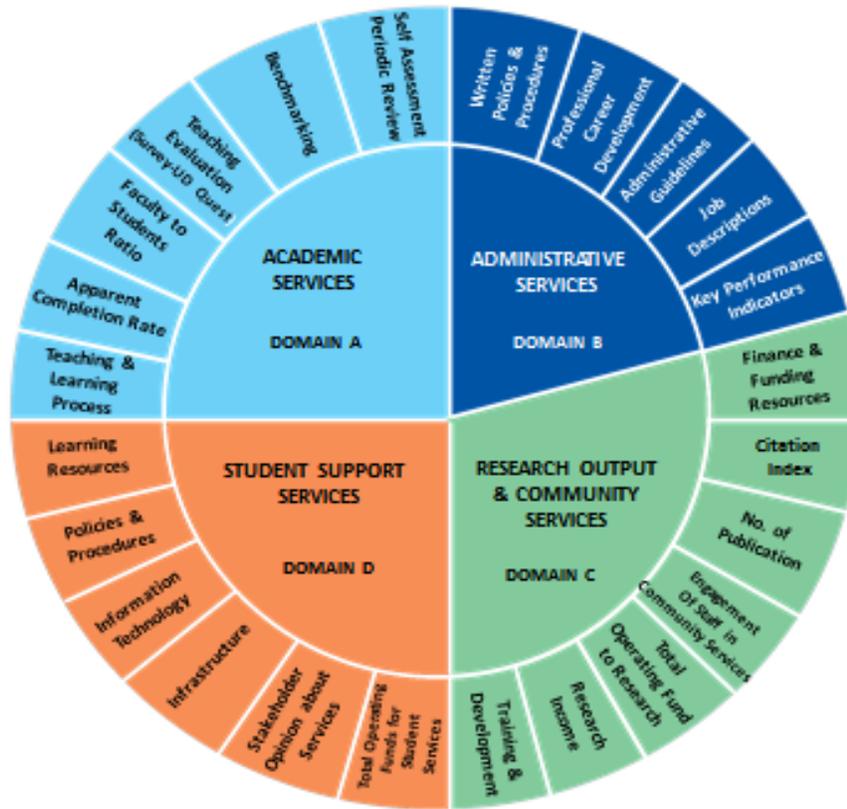


Figure 3: Framework for Monitoring the Internal Quality Assurance System

Internal Quality assurance has a pivotal position in the framework of accreditation and the University has employed the following practices to ensure internal quality assurance:

1. Policy and Procedures for IQA

The University has a clear policy with associated procedures for the assurance of quality and standards of their programs as well as for the institution as a whole. The University is expressly committed to the development of a culture of quality and quality awareness. To achieve this, UoD has developed and is currently implementing a strategy for the continuous enhancement of quality. The policy and procedures are available in six volumes entitled: *UoD Policy and Procedures Manual*, which covers both academic and administrative activities.

2. Monitoring System

The University has a structured monitoring system to collect information about the quality of its activities. To facilitate this, UoD has developed a bank of performance indicators (N=76) and a set of Key Performance Indicators (KPIs) (N=48). A well-structured methodology is in place for collecting, analyzing and reporting KPIs at UoD. An exclusive application entitled: “UDMetrics”

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has been developed and is being used both to gather and report KPIs to the stakeholders. Also, students' progress is systematically recorded and monitored, while at the same time feedback is provided to students and corrective actions are made where and whenever necessary. Besides the students' progress system, monitoring also includes feedback surveys from four distinct categories of stakeholders and consists of:

- I. Students
- II. Academic and Administrative Staff
- III. Employers
- IV. Alumni

UoD developed the following survey instruments to capture the feedback from the stakeholders viz.

Students centered surveys include: (i) Course Evaluation Surveys, (ii) Student Experience Surveys, (iii) Program Evaluation Surveys and (iv) Student surveys on Lecturing Skills. Similarly, faculty centered surveys include the Academic Job Satisfaction Survey. Additionally, there is a separate survey tool for alumni and employers to capture their perceptions. There are also specific questionnaire tools in place to capture user satisfaction on facilities and learning resources separately. All these surveys are administered through an online application entitled: 'UDQuest' and specific guidelines are in place to guide the implementation of these surveys. Furthermore, UoD has a structured monitoring system to collect information on the quality of its research output, including the number of publications and grants.

3. Periodic Review of Core Activities

UoD has formal mechanisms in place for the periodic review or evaluation of its core activities, including: teaching and learning activities offered in each program, research activities and community services. External reviews of the programs are carried out periodically as stipulated by the Curriculum Committee in order to ensure the quality of the programs offered at UoD. In addition, there is an external advisory board at the university level that provides support, guidance and advice in the pursuit of excellence, innovation and establishing an international reputation for excellence.

4. Quality Assurance of Student Assessments

The University has clear procedures in place to assure the accurate assessment of students. Students are assessed using predefined criteria, regulations and procedures, which are consistently applied. Guidelines have been established to certify the quality of examinations (Volume 2 of UoD's *Policies and Procedures Manual*). An institutional plagiarism policy has been created with specific guidelines for both students and faculty in order to protect against plagiarism (Volume 2 of UoD's *Policies and Procedures Manual*). At UoD, assessments are carried out in a professional manner, taking into account the wealth of knowledge with regards to the testing and examination processes. Assessments also provide valuable information concerning the efficiency of teaching and learner support. Student assessment procedures are:

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- Designed to measure the achievement of intended learning outcomes and other program objectives.
- Designed to be fit for purpose, whether diagnostic, formative or summative.
- Required to have a clear and published grading criterion.
- Designed so that the assessment, if applicable, is not based solely on the verdict of one examiner.
- Created to take into account all possible consequences of various examination regulations.
- Designed to cover student absence, illness and other mitigating circumstances.
- Developed to ensure that assessments are conducted securely and in accordance with the institution's stated procedures.
- Subject to administrative verification checks to ensure the accuracy of procedures.
- Drafted to inform the students about the assessment strategy being used for their program, what examination regulations or other assessment methods they will be subject to, what will be expected of them and the criteria that will be applied to assess their performance.

5. Quality Assurance of the Teaching Staff

UoD developed a system that certifies that staff members are qualified and competent to conduct the core activities of the institution: teaching and learning, research and community service. The Deanship of University Educational Development assumes the overall responsibility for continually improving and enhancing the educational environment at the University by taking its talented instructors, be they faculty or staff, through a process of extensive training and development in order to transform them into outstanding educators.

6. Quality Assurance of the University's Facilities

The University has clear procedures that assure that the quality of the facilities needed for student learning are adequate and appropriate for each program offered, i.e. adequate checks on computer facilities, libraries and laboratories. An exclusive policy entitled, "ICT Policy", is in place which informs the University's faculty, support staff, students, management and other individuals authorized to use University facilities, of the regulations relating to the use of ICT systems. Also, the Information Security Policy at UoD, protects and preserves computer-based information generated by, owned by, or otherwise in the possession of University of Dammam, including all academic, administrative and research data.

7. Quality Assurance of Student Support

The University of Dammam has clear procedures that assure the quality of student support and counseling. The Counseling and Advising Center works directly under the supervision of the Vice President of Academic Affairs and it has numerous Academic Guidance Offices operating at the various colleges, catering to the needs of the students in each college. An approved code of

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behavior has been established at UoD, which identifies the students' rights and responsibilities as well as actions to be taken for breaches of the student discipline policy.

8. Self-Assessment

UoD regularly conducts a self-assessment of its core activities as a whole at least once every two years to learn about its strengths and weakness. This self-assessment is used in developing a quality improvement plan. Self-assessments may be a part of the External Quality Assessment (EQA)/accreditation process and the self-assessment report can be used as input for the external review team. If the self-assessment is not connected to the EQA, the University is expected to organize an inter-collegial audit/peer review based on the self-evaluation report.

9. Quality Assurance Manual

The University has an Operational Manual where all regulations, processes and procedures concerning quality assurance are documented. All concerned stakeholders are aware of the contents of this handbook.

10. Conduct Follow-ups Periodically

The University of Dammam holds a quarterly meeting that with all colleges and deanships where reports are given on the progress of each with regards to the quality assurance process. Challenges are discussed in these sessions and appropriate action plans are developed. These meetings offer a great opportunity for the various diverse entities at UoD to not only have a better understanding of what is going on outside their own realm at the University, but it also allows them to benchmark and even adopt good practices employed by other offices at UoD.

11. Public Information

The University fulfills part of its public role by providing information about the programs it offers, the intended learning outcomes of these programs, the degrees it awards, the teaching, learning and assessment procedures used and the learning opportunities available to its students.

Strategic Framework for Managing Quality at the University of Dammam

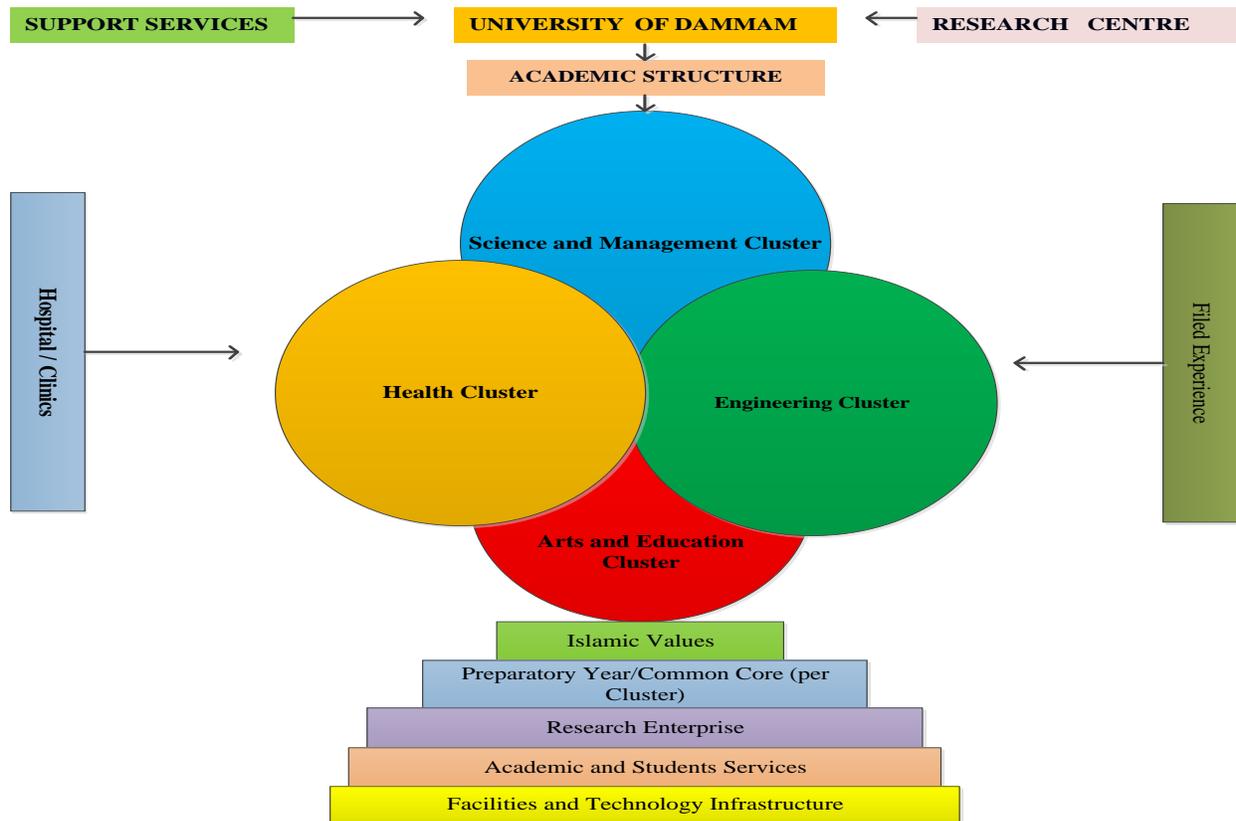


Figure 4: Strategic Framework for Managing Quality at UoD

Major Committees Operating at the University Level: Quality of Higher Education at UoD is managed through two major committees:

- Higher Standing Committee for Quality
- Standing Executive Committee (QEC)

The DQAA has also created its own DQAA Council and quality committees have been established at each college to oversee quality management within each college.

Structure and Description of the DQAA's Divisions

The Vision of the DQAA is “A leading university achieving distinction nationally, regionally and internationally” and its Mission is ‘To provide creative knowledge, research, and professional services with effective community partnerships’. Loyalty, Excellence, Teamwork, Transparency, Diversity, Creativity and Social Responsibility are the values that DQAA holds in order to reach the vision of the University of Dammam. The Deanship has identified and set 10 goals and developed 45 objectives to meet these goals.

The establishment of DQAA constitutes a commitment by UoD to ensure that the academic, research and administrative aspects of the University are at the highest possible standards and if they fall short, the required changes will take place to make UoD one of the foremost institutions in the Kingdom.

The Deanship is now a full-fledged deanship under the Vice President for Studies, Development and Community Service. It has a General Supervisor, five vice deanships and one directorship in six colleges, as well as one consultant. In the DQAA itself, there are two professor equivalents, two senior staff members, eight Vice Deans and 24 designated Quality Management Officers throughout the University of Dammam.

The DQAA consists of eight interconnected sections that work together to accomplish the goal of academic accreditation. The organizational structure, functions and personnel in charge of each section has been pre-defined and the details are enclosed in the Operational Plan of the DQAA. Each division is subdivided into various sections based on the service they offer to the stakeholders of the University. A director heads each section. The DQAA Council is a common board where all directors are board members and is headed by the General Supervisor of the DQAA. One of the members is assigned to act as a Secretary of the Council. The DQAA Council will meet on a monthly basis in order to discuss key issues related to the units of the DQAA specifically and the DQAA in general.

The DQAA has an Office for Administrative and Financial Affairs along with 10 interconnected units. Further details are discussed below:

Units of the DQAA

There are ten units:

1. Accreditation, *page 23*
2. Worldwide University Rankings, *page 25*
3. Performance Measurement, *page 26*
4. Quality Support, *page 30*
5. Quality Systems
6. Strategic Planning, *page 32*
7. Training and Consultation, *page 33*
8. Translation, *page 35*
9. Financial and Administrative
10. Risk Management

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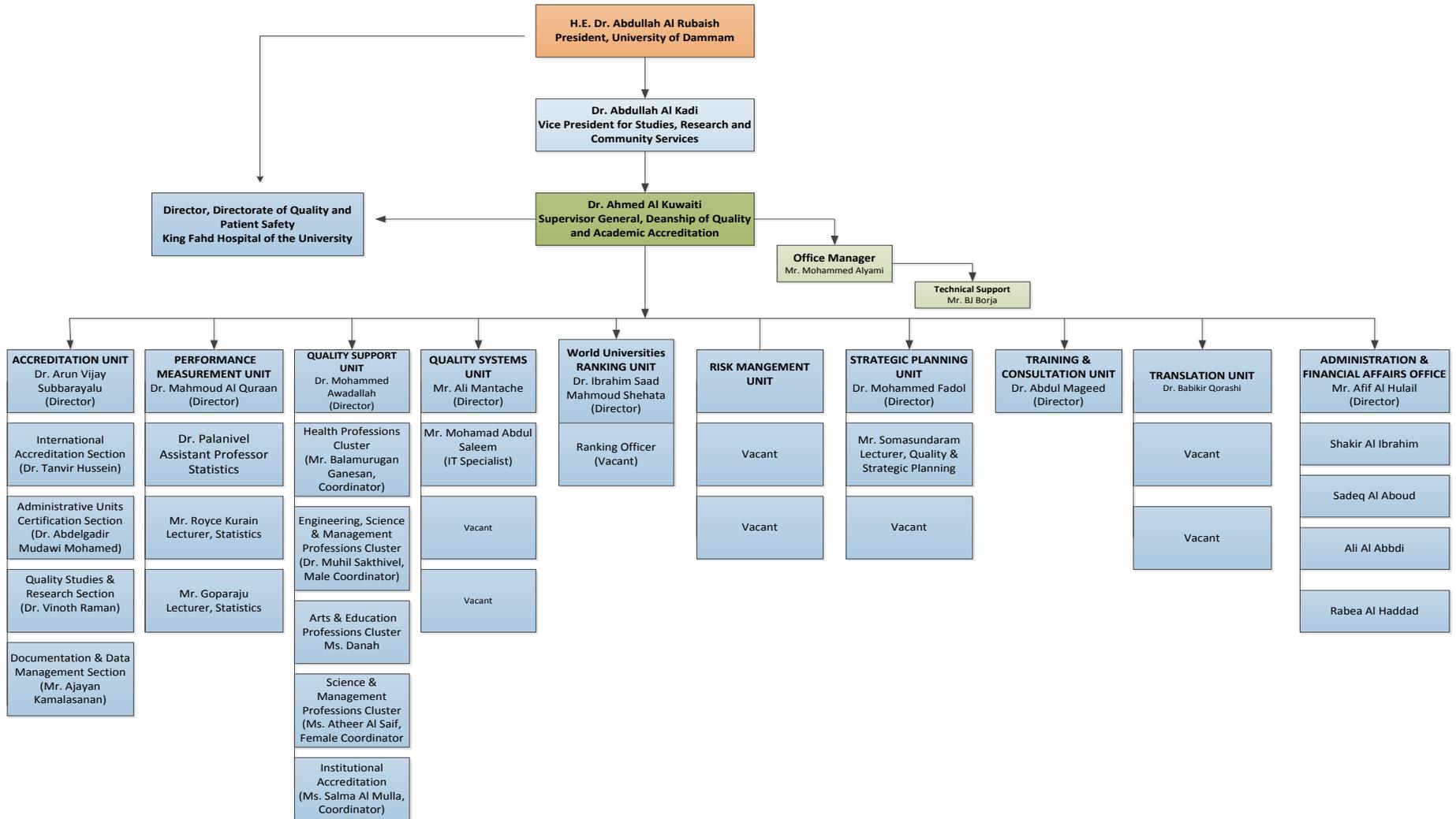


Fig. 5: Organogram, Deanship of Quality and Academic Accreditation (DQAA)

1. Office of Administration and Financial Affairs

This office undertakes the responsibility for all administrative and financial tasks concerning the Deanship of Quality and Academic Accreditation and its employees in coordination and cooperation with other concerned bodies.

Functions

1. Supervision of administrative and financial affairs of the Deanship and its employees.
2. Follow up implementation of rules and regulations.
3. Supervision of daily work and tasks assigned by the General Supervisor.
4. Prepare evaluation reports on the performance of the Deanship's employees.
5. Provide equipment and other needs throughout the Deanship and follow up on their maintenance.
6. Supervise the staff and follow up on their work.
7. Coordinate, organize and approve vacation leaves for staff members as well as all other administrative and financial affairs.
8. Prepare reports containing the office's activities, achievements and suggestions to improve its performance.
9. Submit an annual report about the activities, achievements and future suggestions of the Deanship.

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DESCRIPTION OF UNITS OF DQAA

1. Accreditation

The Accreditation Office has three stated objectives: (i) achieve international accreditation; (ii) conduct academic/institutional research with a specific focus on quality studies and evaluations; (iii) prepare documents for academic accreditation and data management. For operational convenience, the Accreditation Office is divided into four sub-sections:

- (a) International Accreditation
- (b) Administrative Certification
- (c) Quality Studies and Research
- (d) Documentation and Data Management

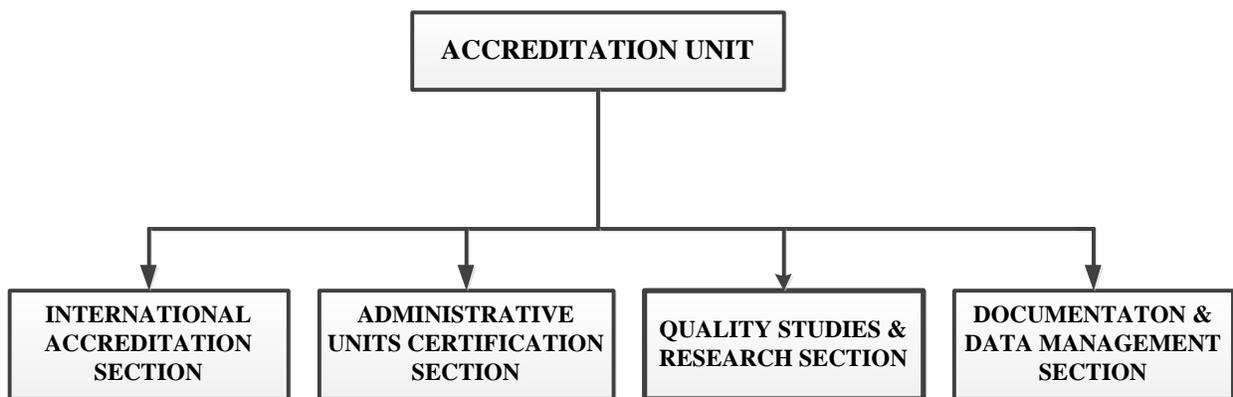


Figure 6: Organogram of the Accreditation Office

(a) International Accreditation

The Accreditation Office is responsible for international accreditation at the institutional, program, division and laboratory levels and is committed to the dissemination of the importance and culture of accreditation throughout the University of Dammam. This office determines what the requirements are and then creates, develops and continuously assesses accreditation plans, ensuring that the plans are implemented, while supporting the colleges, departments and

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administrative offices in their academic and professional accreditation endeavours. The responsibilities of the Accreditation Office include:

- Develop and implement strategies (short, middle and long term) for improving university performance in order to enhance its position in attaining international academic and professional accreditation.
- Develop logical frameworks and implement procedures that help the colleges, divisions and laboratories attain international academic and professional accreditation.

Functions:

1. Draw up plans, policies and objectives for academic and professional accreditation.
2. Provide support to departments, colleges and other deanships in communicating with international accreditation bodies.
3. Maintain a database of all accreditation standards, both academic and professional.
4. Coordinate with departments, colleges and other deanships in order to set up a timetable for visits from the academic as well professional accreditation bodies.
5. Follow up these visits by accreditation organizations and experts with various offices at the University.
6. Provide consulting services to departments, colleges and other deanships for accreditation issues.
7. Develop a logical framework for certification of the University's student laboratories with regards to Occupational Health and Safety specifications (OHSAS 18001:2007).
8. Communicate and provide technical support to the colleges with regard to preparing programs for international accreditation/certification.
9. Coordinate with colleges, departments, quality offices and centers to provide the necessary data and information for accreditation agencies.
10. Encourage and support initiatives to obtain academic and professional accreditation from prestigious international organizations.

(b) Certification of Administrative Offices

This section is concerned with promoting and enhancing the Quality Management System (QMS) in the University's administrative offices.

Functions:

- Develop a framework to have university administrative offices apply and complete their certification according to ISO 9001 international standards.
- Communicate with and validate various international certification bodies for quality management certification, ISO 9001.
- Raise awareness on the culture of Quality Management Certification (ISO 9001) and the use of quality management to improve performance.
- Communicate with and provide technical support to administrative entities that are applying for international certification.
- Ensure that UoD is compliant with all applicable international standards of the approved certification body.

(c) Quality Studies and Research

The Research section has been established to strengthen the quality studies and research mission of DQAA as well as to facilitate the documentation requirements of UoD with a specific focus on academic accreditation.

Functions

1. Prepare studies and research needed to improve UoD's performance according to data performance indicators.
2. Prepare reports on UoD's quality of performance in order to achieve continuous improvement and attain the desired evolution of the University.
3. Focus on areas in both the academic and clinical realms where the opportunity for conducting research is feasible and appropriate.
4. Analyse previous studies and locate areas for investigation.
5. Conduct SWOT analysis to determine the research gap and predict the scope for conducting research in specified areas.
6. Submit proposals for conducting new research within the boundaries of both the academic and clinical quality management areas.
7. Prepare and submit manuscripts to both national and international journals for publication.
8. Maintain a database of national and international journals and the procedures for submission.

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9. Maintain a database of all published scientific articles from the Deanship.

(d) Documentation and Data Management

The Documentation and Data Management section is responsible for the preparation, archiving and retrieval of all DQAA official documents as well UoD's documents related to both academic and professional accreditation.

Functions

1. Develop plans and procedures relevant to the functions and services provided by various UoD offices.
2. Develop plans, policies and objectives related to academic and professional accreditation.
3. Coordinate with the IT office at the DQAA and collect data using "QDMetrics" in order to maintain a database for preparing the required KPIs.
4. Provide data on the quality of UoD's administrative and support services so that opportunities for appreciation of excellence and areas of improvement can be identified.
5. Manage and archive data that can then be used for domestic and international institutional accreditation.

CONTACT:

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2. International University Rankings

The International University Rankings Office is focused on improving the University of Dammam's ranking internationally by incorporating continuous quality improvement policies with a specific

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focus on the mission of the University, specifically focusing on: teaching, learning, research and community service.

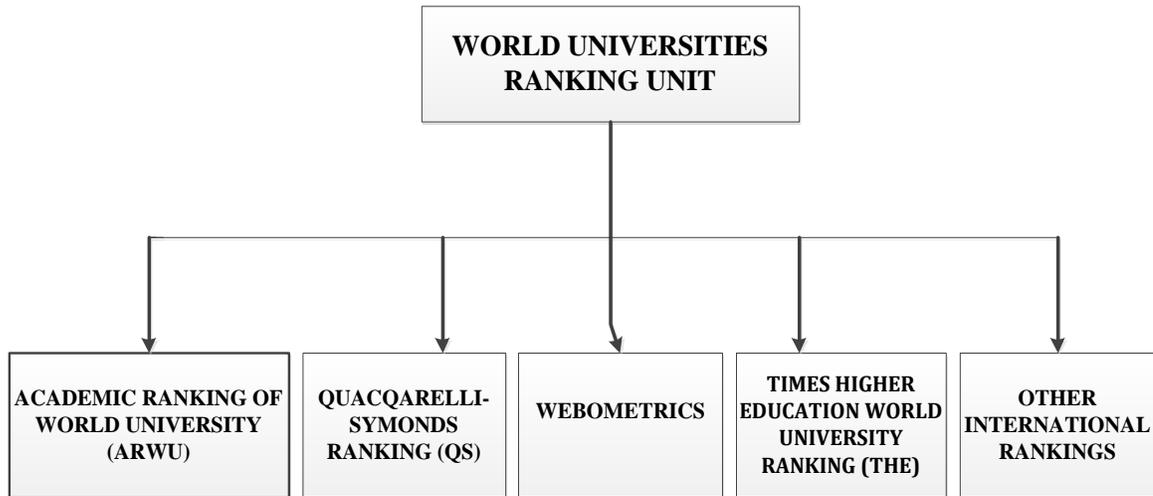


Figure 7: Selected International University Ranking Entities

Functions

1. Raise awareness at UoD with regard to the culture of international university ranking organizations.
2. Communicate with various ranking providers/publishers and find out what criteria are used.
3. Develop a logical framework for strategically positioning UoD in these various ranking organizations.
4. Develop a database of the criteria and indicators for various global university ranking organizations.
5. Monitor and evaluate the University's Key Performance Indicators versus indicators commonly used by various global university ranking organizations.
6. Benchmark the university's performance with national and international universities according to the KPIs used in various ranking organizations.
7. Provide feedback and advice to University leadership on:
 - How to improve their ranking position.
 - Analyze and forecast the future ranking position of the University with respect to various global ranking entities.



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8. Develop strategies (short, middle and long term) for improving university performance to enhance its position in various ranking publications.

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3. Performance Measurement Office

This Office is responsible for collecting data of Key Performance Indicators, benchmarks, metrics, rubrics and other statistics from different sources. Results of the evidence generated, trends and time series on the data collected (i.e. patterns of evidence) will be widely distributed.

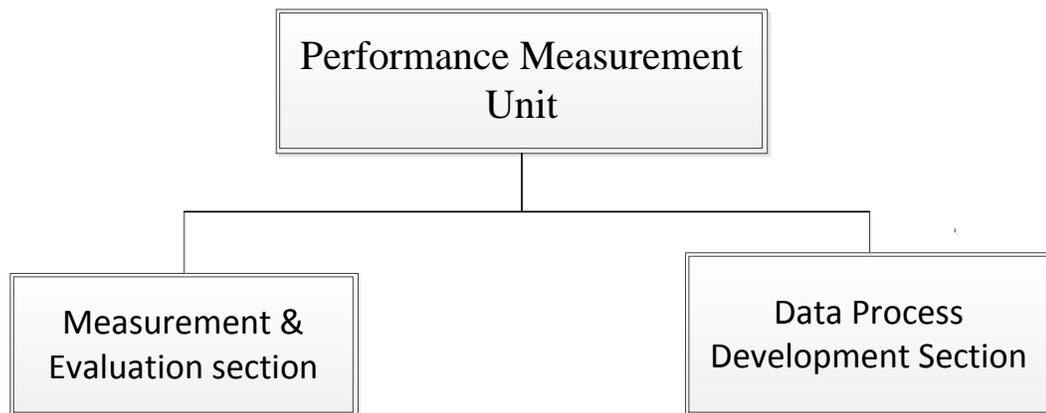


Fig. 8: Organogram of Performance Measurement Office

Functions

1. Ensure regular evaluation of the students' experiences through a systematic framework of assessing the students perceptions of:
 - a. Courses taught in the University's academic programs
 - b. Programs taught in the colleges
 - c. Quality of administrative and support services provided
2. Undertake all University level audits to ensure that the faculty is complying with the University's QM requirements.
3. Collate data to benchmark teaching and learning quality with other national and international universities.
4. Provide staff members with information on their teaching performance and assist them by further developing their teaching practices by using their students' feedback.

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5. Generate input for academic staff promotions, performance management processes and teaching portfolios.
6. Ensure that evaluations and surveys are aligned with the University's mission to enable, prepare and equip all the colleges for quality assessment and academic accreditation.

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4. Quality Support Office

The Office of Quality Support focuses on spreading the culture of quality at the University. It provides support and advice to various offices for quality in the colleges and contributes to developing experiences in the field of quality applications.

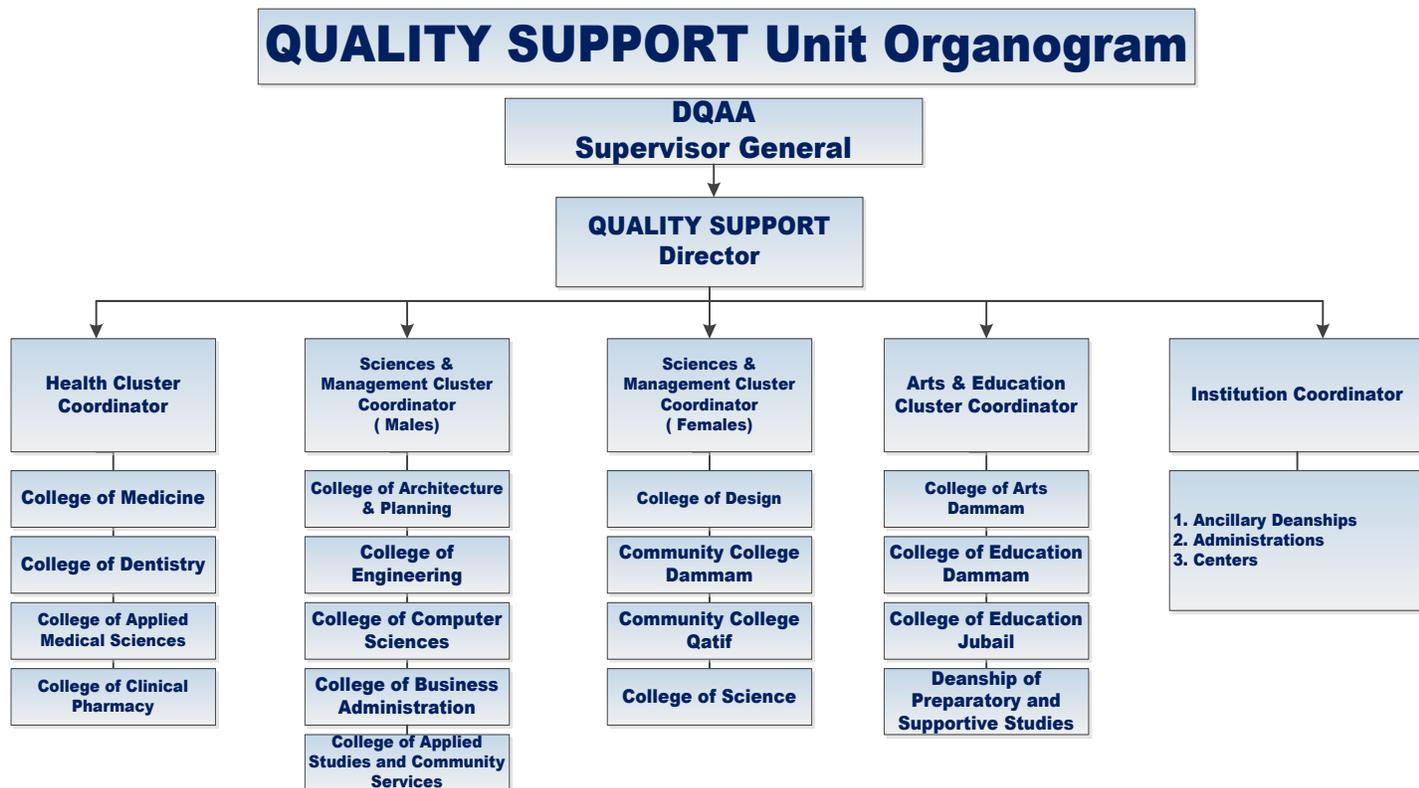


Fig. 9: Organogram of Quality Support Office

Functions

1. Disseminate the culture of quality among UoD staff and raise awareness on what is possible with the use of quality applications.
2. Work with colleges and administrative offices in order to establish their own QM.
 - 1.1. Support and advise QM offices in all matters related to quality and its applications.
 - 1.2. Liaise between DQAA and QM offices in all departments, concerned authorities and organizations.
 - 1.3. Liaise with the QM offices with the colleges to ensure that procedures for annual course and program reports are consistently implemented.
2. Provide advice that improves quality at the university level.
3. Present to the DQAA's Supervisor General proposals that will contribute to the improvement of the level of scientific and professional performance in academic and administrative departments

CONTACT:

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5. Quality Systems Office

This Office is committed to ensuring that DQAA staff works at the optimal level of efficiency in the field of information technology through exploring and adopting the best available IT solutions and methods.

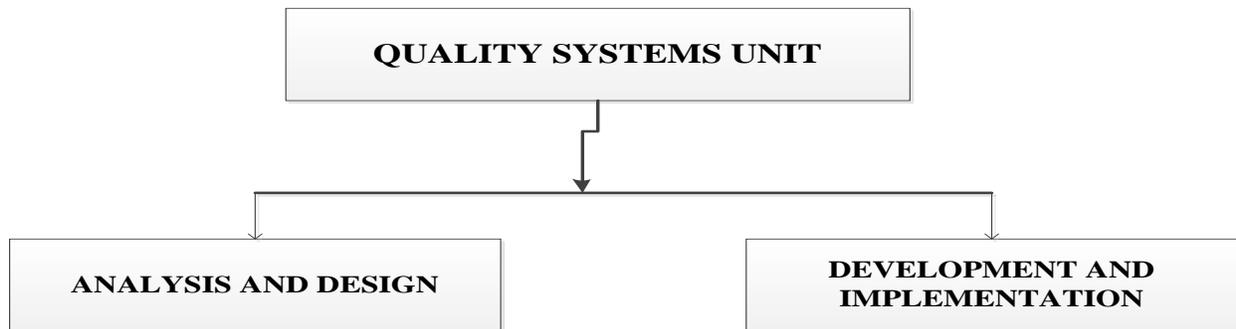


Fig. 10: Organogram of the Quality Systems Office

Functions

1. Design and implement the IT Strategy of the DQAA.
2. Work and support other quality personnel in the various colleges of the University in the automation of gathering data for KPIs.
3. Undertake the steps required to achieve the migration of surveys from paper based to a web-based environment.
4. Be actively involved in developing the DQAA website.
5. Support the DQAA staff in their daily IT tasks and address any issues that might be encountered regarding IT skills and computer use in general.
6. Maintain an inventory of IT resources in the DQAA, including hardware and software.
7. Continue maintaining and improving the application for surveys “UDQuest” of the application of KPIs “UDMetrics”.
8. Design and develop applications for self-study and learning outcomes.

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6. Strategic Studies Office

The two departments of this office are:

- Strategic Indicators Monitoring
- Strategic Studies

The Strategic Studies Office is an essential resource for decision-makers and researchers in the field of strategic studies. This Office fosters a culture of strategic thinking through a synchronized follow up of both strategic and University indicators with a distinctive scientific expertise.

The University of Dammam has developed a strategic plan where future options are identified and are placed on applicable schedules for program implementation. The University has made great strides in formulating a second strategic plan that is aligned with the Higher Education Plan (AAFAQ). In this plan the University will achieve its strategic goals through matching internal resources with available external opportunities in the medium and long terms. Based on this fact, the DQAA will actively address any variables that positively or negatively affect UoD's strategic plan. The Deanship looks towards the future through following up on indicators for implementation of the strategic plan and through mechanisms of monitoring and performance evaluation.

This Office was established to assist in achieving the goals and policies of the University and is focused on the follow up of strategic planning, dissemination of strategic knowledge and the facilitation of developing the University's strategic plans. The Strategic Studies Unit contributes in solving problems and overcoming the challenges encountered by the University.

Functions

1. Follow up on indicators and on action plans of UoD's Strategic Plan as well as the AAFAQ plan.
2. Spread the culture of strategic thinking and looking towards the University's future.
3. Prepare opinion polls and surveys to gauge opinion trends at the University.
4. Form think tank groups in multiple disciplines.
5. Contribute to the development of strategic plans of colleges, deanships and departments.
6. Establish ties of mutual cooperation with regional and international strategic centers.

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7. Training and Consultation Office

This office is established to strengthen the principle of training as a bridge that leads to the quality of performance and to contributing to the spread of the culture of quality. This Office is instrumental in offering a variety of training programs throughout the University, which ultimately will have a positive impact on the educational process and the scientific and research developments at the University. Quality training in the areas of quality management and accreditation is another focus of this Office and will be conducted within UoD as well as with outside agencies.

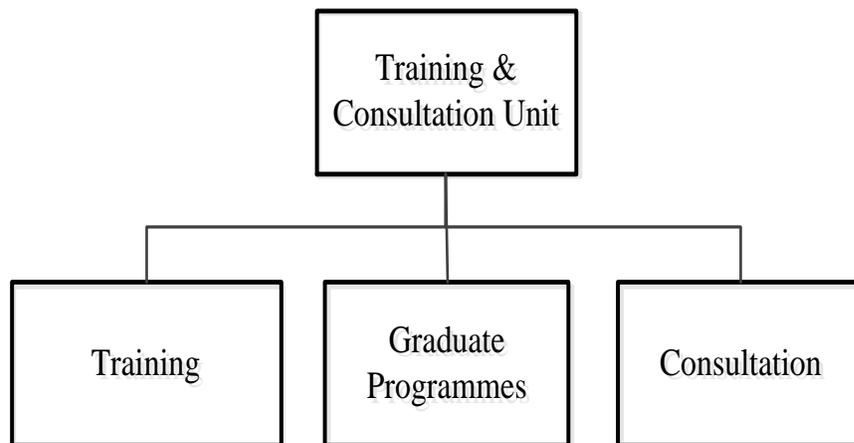


Fig.11: Organogram of Training and Consultation Office

Functions

1. Prepare the yearly calendar for the Training and Consultation Office.
2. Plan and conduct regular training programs in the form of workshops, discussion forums and seminars for faculty and staff on topics related to quality, analysis, evaluation and accreditation tools in order to ensure quality in the education process in preparation for accreditation.
3. Invest in distinguished staff members by training, qualifying and preparing them in the abovementioned topics and rewarding them, in order to create in house experts for the University.
4. Coordinate NCAAA training activities for implementing programs.

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5. Perform a training needs assessment of the programs.
6. Follow University procedures in order to establish a new academic department that will replace the current one with approval from the University Council.
7. Build channels of collaboration with the community in the implementation of the new training program.

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8. Translation Office

Functions

1. Conduct Arabic-English (and vice versa) translations of documents, questionnaires, correspondence, minutes of meetings and contracts relevant to the work of the DQAA.
2. Revise and edit documents and manuals related to the DQAA.
3. Work with assigned committees to conduct quality support at the various offices of the DQAA.

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9. Risk Management Office

Risks are potential uncertain events and when they occur undesirable consequences for individuals and institutions may result. At the same time, risks are associated with a large number of fruitful opportunities and therefore the avoidance of these risky opportunities may substantially decrease the competitiveness of the University. The Risk Management Office was established to address these concerns. The University of Dammam's risk policy is based on three main principles:

1. Risk prevention of negative consequences for various types of risks must be done and in a proactive way.
2. The preparation of tools used to deal with risks is required so they can be applied successfully and effectively.
3. Activate an early warning system or control so that the University can predict risks before they occur or at the emergence of any risk.

Task Risk Management Office:

- a. Prepare a comprehensive risk management plan based on the University's strategic plan.
- a. Identify, classify and manage risks and continuously monitor and evaluate.
- b. Follow up and evaluate methods that have been adopted in risk management.
- c. Develop and modify risk management practices in pursuit of continuous improvement and in order to achieve the best results.
- d. Prepare a risk management policy for the University of Dammam.
- e. Establish a risk management process for each college and administrative office university wide.
- f. Prepare a record of various risks the University faces and update and evaluate these risks on a continuous basis.
- g. Utilize specialists from inside and outside the University in the implementation of all actions related to analysis and management of various types of risks.
- h. Identify the tools and equipment required for risk control.
- i. Develop a training program for University employees in order to spread the culture of risk management.
- j. Supervise field teams to implement risk management requirements and define their roles and responsibilities.

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- k. Conduct an annual review of the risk management system, update the risk manual and develop policies with regards to addressing risk.

Quality Vice Deanships

The Quality Vice Deanships provide support and advice to the various quality entities within departments and contribute to creating experiences in the field of quality application.

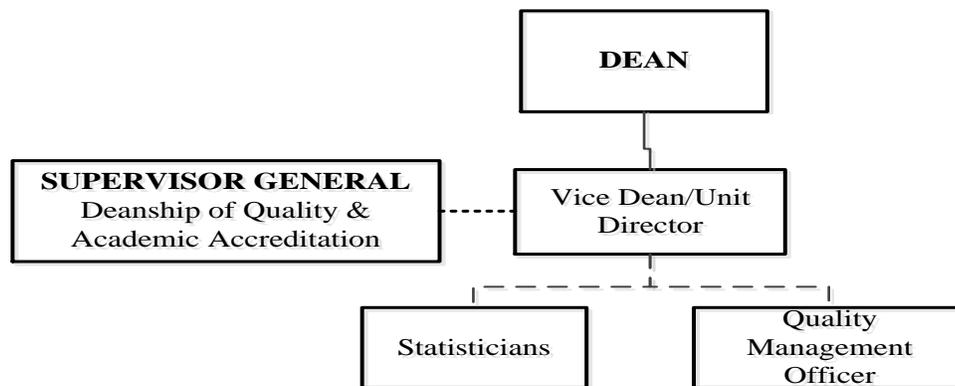


Fig. 12: Organogram of Quality Offices at the College Level

Functions

1. Work closely with the Quality Support Office at the DQAA in order to disseminate the culture of quality among the staff at the colleges and raise awareness on what is possible with quality applications.
 - 1.1. Liaise between the colleges and the DQAA in preparing annual course and program reports required for academic accreditation.
2. Coordinate with the Performance Measurement Office to organize students and academic staff surveys and other quality assessments in the colleges.
3. Liaise with the Accreditation and Documentation Office in the preparation of self-study documents for programs at the colleges.
4. Coordinate with the Training and Education Office in order to organize training programs that are customised and meet the requirements of the academic staff of the colleges.

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- Actively collaborate with the Quality Systems Office to make a smooth transition from a paper-based process to an electronic one.

The Supreme Quality Committee

Organizational Structure

1. President of the University (Chairman)
2. Vice President for Studies, Development and Community Service (Vice Chairman)
3. Vice President of the University (Member)
4. Vice President for University Branches (Member)
5. Vice President for Academic Affairs (Member)
6. Vice President for Post Graduate Studies and Scientific Research (Member)
7. Four representatives, one from each academic cluster and one from the University
8. General Supervisor of Deanship of Quality and Academic Accreditation (Secretary of the Council)
9. Two graduate students (Members, one female and one male).
10. Three representatives from parties outside the University (Members, at least one must be female).

Functions

1. Draw up the general policies for quality improvement at the University and oversee the implementation.
2. Endorse the strategic plans and quality application requests.
3. Draw up and approve the general policies for promoting the culture of quality within and outside the University.
4. Support and back the efforts for the implementation of quality at the University and cooperate with relevant outside parties.
5. Approve programs for motivating staff and reward distinguished teams and individuals in the application of quality at the University.
6. Approve the annual report for quality management.

Standing Executive Committee for Quality

Membership Structure

His Excellency, Dr. Abdullah M. Al Rubaish, the President of the University of Dammam, recommended the membership structure of the Standing Executive Committee for Quality.

The Standing Executive Committee for Quality:

1. Vice President for Studies, Development and Community Service (Chairman)
2. The Supervisor General of DQAA (Secretary)
3. Deputy Dean, College of Applied Medical Sciences for Quality (Member)
4. Deputy Dean, College of Architecture and Planning for Quality (Member)
5. Deputy Dean, College of Dentistry for Quality (Member)
6. Deputy Dean, College of Medicine for Quality (Member)
7. Deputy Dean, College of Engineering for Quality (Member)
8. Deputy Dean, College of Nursing for Quality (Member)
9. Deputy Dean, College of Arts for Quality (Member)
10. Deputy Dean, College of Education for Quality, Jubail (Member)
11. Vice-Dean, Administrative Development (Member)

The Functions of the Standing Executive Committee for Quality are as follows:

1. Devise the general framework of quality systems for the University.
2. Review and approve the necessary plans and requirements for implementing quality in the various academic and administrative offices at the University.
3. Propose quality improvement projects and encourage relevant, promising initiatives.
4. Coordinate efforts for quality improvement.
5. Propose awards and initiatives for excellence in quality improvement.
6. Supervise the progress of the implementation of quality improvement projects throughout the University of Dammam.

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7. Review and approve reports on quality implementation results and submit these reports to the Higher Quality Board.
8. Follow up on the achievements in work and functionality referred to by the DQAA.
9. The Standing Executive Committee for Quality has the right to enlist individuals in helping the Committee achieve its stated goals.

Quality Council at DQAA

Membership Structure:

1. Supervisor General of DQAA (Chair)
2. Director of Quality Support (Secretary)
3. Director of Performance Measurement (Member)
4. Director, Quality Studies and Research (Member)
5. Director of Quality Systems (Member)
6. Director of Accreditation (Member)
7. Director of International University Ranking (Member)
8. Director of Strategic Studies (Member)
9. Director of Quality Systems (Member)
10. Director of Risk Management (Member)

Functions

1. Appoint and train faculty members and lecturers for the DQAA, so that they can disseminate a culture of quality throughout the University of Dammam.
2. Consider how to best implement the policies, procedures and decisions referred to the Deanship by the Higher Quality Board and its Executive Committee.
3. Encourage quality studies and research and publish them.
4. Evaluate the plans, studies and initiatives submitted by employees of the Deanship for performance improvement.
5. Enlist various segments of the local community to support quality programs and participate in the overall quality strategies of the University. Encourage these community members to educate others in the community about the importance of quality strategies and the positive effect it has on the University of Dammam.
6. Recruit and retain highly valued faculty and lecturers in the DQAA.

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7. Implement what is referred to by the DQAA as the Higher Board of Quality and the Standing Executive Committee for Quality and outline their policies, procedures and decisions.
8. Prepare and publish quality research and studies conducted at the University.
9. Propose internal regulations for DQAA.
10. Consider plans and initiatives on performance improvement provided by employees of DQAA.
11. Implement and follow up on the implementation of the recommendations by the Higher Board of Quality.
12. Implement and follow up on the implementation of recommendations by the Standing Executive Committee for Quality.

Job Descriptions and Responsibilities of DQAA Personnel

1. Responsibilities of the General Supervisor of the DQAA

1. Promotes innovation, tolerates mistakes, recognizes achievement and rewards it.
2. Demonstrates an institution wide commitment to excellence and participation in initiatives that will lead to excellence.
3. Supports widespread involvement in planning, monitoring and reporting on quality improvement strategies.
4. Has an adequate budget to support QM and accreditation initiatives.
5. Applies and implements the QM processes at the Deanship and in the University Council.
6. Demands integration of QM processes into normal administration and administrative processes.
7. Values stewardship of data.
8. Develops the commitment to QM and academic accreditation.
9. Assists and supports internal administrative offices in their planning and implementation of QM and the pursuit of academic accreditation.
10. Coordinates university wide strategies for QM.
11. Reports on the development of QM for the University as a whole.
12. Arranges for special recognition for significant improvements and outstanding achievements in quality.
13. Involves the stakeholders in strategies for QM and academic accreditation.
14. Ensures community awareness of significant achievements at the University.
15. Arranges for the nomination or appointment of quality officers in administrative positions throughout the University.
16. Provides and arranges training for staff in QM processes and accreditation.
17. Provides and arranges training in teaching strategies and assessment processes that are relevant to different types of intended learning outcomes based on NCAAA requirements.
18. Develops and recommends standard forms for use in order to conduct surveys and report on quality indicators, such as: teaching evaluations, employer or graduate surveys, programs, subject specifications and reports.
19. Collaborates with alumni to conduct surveys of graduates and other stakeholders.
20. Maintains contact with graduates and other stakeholders and seeks their opinion and advice on QM strategies.
21. Provides reference material and disseminates information about other institutions in Saudi Arabia and abroad that can assist faculty and staff on QM and academic accreditation.

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22. Develops a QM plan for the University as a whole.
23. Maintains files and records, preferably in an electronic format of plans, reports, statistical information and other information for reference over time.
24. Follows up on plans for quality improvement to monitor implementation and evaluates success, such as ensuring closure of the audit cycle.
25. Coordinates and leads the preparation and management of external institutional reviews.
26. Coordinates with external programs.
27. Gives advice on University wide priorities and strategies for quality improvement.
28. Monitors self-assessment processes and reporting requirements by using the standards established by NCAAA.
29. Collaborates with other offices in the University in order to provide training in quality issues for faculty and staff and give advice and support.
30. Coordinates and leads the preparation of periodic self-studies at the University and for external reviews.

2. Responsibilities of the Vice Dean

1. Directs, supervises and monitors the activities of the QM offices at the college level.
2. Is open to feedback on performance, new ideas, advice and constructive suggestions from colleagues and stakeholders.
3. Recognizes the need for cooperation in using the team approach with regards to QM and accreditation.
4. Shows a willingness to improve his/her professional skills and participates in strategies for improvement at the University.
5. Encourages a university wide commitment to evidence based assessments, using pre-determined indicators, external benchmarks and independent verification of evidence and conclusions.
6. Coordinates with the DQAA in the provision of orientation and induction programs for new staff to ensure understanding and support for QM and accreditation strategies.
7. Assists in the preparation of QM Plans and their evaluation at the college level.
8. Provides technical support for calculations of validity and reliability of assessment tasks and evaluation surveys.
9. Specifies Key Performance Indicators for use in the colleges, allowing individual departments to define additional indicators relevant to their own activities.
10. Prepares annual reports on QM and academic accreditation for the DQAA, drawing on KPIs and consolidated information from reports of each department's activities within a college.
11. Leads periodic self-studies for the program and coordinates these throughout each college.

3. Quality Management Officer

Job Title	Quality Management Officer
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Job Reports to	Director, Quality Support DQAA
Reporting Line/Staff	-
Positions Reporting to this Position	None
Comparable Job at UoD	None
Purpose	<p>Works closely with the Director of Quality Support, Deanship of Quality and Academic Accreditation (DQAA) to develop, establish and manage the quality enhancement system, in line with the strategic plan of DQAA.</p> <ul style="list-style-type: none"> • Focus: Achieve academic accreditation by NCAAA
Representative Duties and Responsibilities	<ul style="list-style-type: none"> • Develops and implements quality processes and procedures at the DQAA to ensure an effective and efficient operation to meet the requirements of NCAAA. • Convene and run the quality management subcommittee meetings of DQAA. • Liase with college QM offices to: <ul style="list-style-type: none"> • Obtain schedules and records of their meetings and internal review events. • Coordinate their preparation for quality review and audits, both internal and external. • Ensure that procedures for annual course and program reports are consistently implemented across the University. • Set up appointments for external examiners and maintain the database of external examiners in the DQAA. • Advise and support policies and procedures. • Maintain institutional agreements and memorandum of understanding documents for all approved IGF activities in collaboration with appropriate colleagues. • Maintain and update the <i>Faculty and Staff Handbook</i>. • Liaise with other QM units to organize faculty induction events and orientation for new staff. • Ensure collaboration with all colleges that student handbooks and prospecti are updated annually. • Undertake all university level audits to ensure that the faculty is complying with the University's QM requirements. • Ensure that all university wide material relating to academic regulations, QM and NCAAA requirements are disseminated and implemented appropriately among the faculty.

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	The above statements describe the general nature and level of work being performed by individuals assigned to this position. This is not intended to be an exhaustive list of all responsibilities and duties required of personnel so classified.
Academic	Participates in writing academic papers suitable for publication.
Administrative	As and when required.
Financial	None
Planning	None
Quality	None
Human Resources	None
Qualifications	Must hold MBA/MS
Terminal Degree:	
Experience:	<ul style="list-style-type: none"> • Experience in working in higher education quality management. • Experience/knowledge of academic accreditation. • A degree or equivalent professional qualificationn/experience. • Develop and keep records, books and minutes, etc. both in paper and electronic formats. • Experience using a range of ICT including Word, Excel and databases. • Administrative experience in general.
Competencies & Skills:	<ul style="list-style-type: none"> • Communication Skills <ul style="list-style-type: none"> ▪ Ability to write clear, well presented and succinct minutes and reports. ▪ Ability to translate complex information into clear briefing documents ± illustrative. • Interpersonal Skills <ul style="list-style-type: none"> ▪ Assertiveness ▪ Sensitivity: Capacity to listen effectively, ask the right questions and respond appropriately; ability to maintain confidentiality and discretion about sensitive issues. • Teamwork <ul style="list-style-type: none"> ▪ Ability to work effectively as a part of a team.

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	<ul style="list-style-type: none"> • Accuracy and attention to detail <ul style="list-style-type: none"> ▪ Ability to generate and proofread complex documents. • Flexibility <ul style="list-style-type: none"> ▪ Ability to multi-task and function effectively under pressure. • Planning and organization <ul style="list-style-type: none"> ▪ Time management skills. • Initiative <ul style="list-style-type: none"> ▪ Proactive and able to work on own initiative and to prioritize workload. ▪ Ability to think of new approaches to difficult and complex problems.
Work Environment	Office environment subject to interruptions.
Conditions of Employment	A full-time contract, renewable subject to performance.

4. Statistician

Job Title	Statistician
Job Reports to	Director, Measurement and Evaluation Unit
Reporting Line/Staff	none
Positions Reporting to this Position	none
Purpose	<p>Be a vital part of the team to:</p> <ul style="list-style-type: none"> • Develop and operate the Measurement and Evaluation Office, which provides the DQAA, Office of the President and the UoD community with data related to faculty, students, enrollment, research, community involvement and other academic data. • Focus: Achieve academic accreditation by NCAAA

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<p>Representative Duties and Responsibilities</p>	<p>Faculty Database</p> <ul style="list-style-type: none"> • Liaise with the Deanship of Faculty Affairs to develop, modify and maintain a comprehensive faculty database. • Prepare routine and special, current and historical reports on faculty by nationality, sex, age, retirement and other data as requested. • Verify data and ensure corrections are made as necessary. • Coordinate the completion of faculty-related studies or reports, including, but not limited to: faculty census, turnover, including reasons for non-renewal, faculty teaching load and compile a list of eligible faculty for DQAA. • Prepare reports and analyses on faculty and academic data in various formats as requested. • Liaise with deanships to perform "Exit Poll" studies on all exiting faculty prior to departure.
	<p>Measurement and Evaluation Office</p> <ul style="list-style-type: none"> • Participate in institutional research and assessment and surveys. • Coordinate the completion of all academic institutional surveys and assessments with a focus on NCAAA requirements. • Maintain accurate lists of approved centers, programs and institutes, accredited units and authorized degrees or certificates awarded by UoD colleges and departments. • Perform other related professional duties incidental to the work described herein.
	<p>DARS</p> <ul style="list-style-type: none"> • Initiate, organize and operate a de facto Data Archiving and Retrieval System (DARS). • Develop standards and procedures for the storage and easy retrieval of academic and other summary data necessary for academic accreditation. • Work with academic and support departments to define terminology and develop a profiles of the University to include an accurate and updated database on: <ul style="list-style-type: none"> ▪ Management and organizational structure/chart, list of colleges and departments, with names and contact details of key individuals. ▪ Programs offered and number of students. ▪ Number of faculty, staff and students in total and list by college, department and program. ▪ Summary information about accreditation status, KPIs' benchmarking, etc.

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	The above statements describe the general nature and level of work being performed by individuals assigned to this position. This is not intended to be an exhaustive list of all responsibilities and duties required of personnel so classified.
Academic	Be actively involved in research for publication emanating from DQAA.
Administrative	<ul style="list-style-type: none"> • Participate in preparing draft annual reports for this department. • Prepare materials for distribution and presentation, attend meetings and maintain detailed minutes of the Measurement and Evaluation Office of DQAA.
Financial	None
Planning	None
Quality	Focus on NCAAA requirements and play a key role in implementation of the quality mission of the University of Dammam.
Human Resources	None
Qualifications	Work generally requires organizational, analytical and communication skills normally acquired through the completion of a research based Master of Science degree.
Terminal Degree:	<ul style="list-style-type: none"> • Must hold MSc (Statistics)
Experience	Work requires at least one year of research and analysis, or two years of funded research in a social science setting.
Competencies and Skills	<p>Secretarial</p> <ul style="list-style-type: none"> • PC keyboard skills, with adequate speed and accuracy. • Ability to take minutes at meetings and compile a Minutes Book in both paper and electronic formats. • Perform data entry on spreadsheets. • Communication Skills <ul style="list-style-type: none"> • Ability to write clear, well presented and succinct minutes and reports. • Ability to translate complex information into clear briefing documents ± illustrative. • Accuracy and attention to detail. • Ability to generate and proofread complex documents. • Interpersonal Skills <ul style="list-style-type: none"> • Assertiveness • Sensitivity: Capacity to listen effectively, ask the right questions and respond appropriately; ability to maintain confidentiality and discretion about sensitive issues. • Teamwork <ul style="list-style-type: none"> • Ability to work effectively as a part of a team. • Flexibility <ul style="list-style-type: none"> • Ability to multi-task and function effectively under

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	<p>pressure.</p> <ul style="list-style-type: none"> • Planning and Organization <ul style="list-style-type: none"> • Time management skills • Initiative • Proactive and able to work on own initiative and to prioritize workload. • Ability to think of new approaches to difficult and complex problems.
Work Environment	Office environment subject to interruptions.
Conditions of Employment	A full-time contract, renewable subject to performance.

5. Manager, Technical Support Unit (TSU)

Job Title	Manager, Technical Support Unit (TSU)
Job Reports to	General Supervisor, DQAA
Reporting Line/Staff	Systems Analyst and Computer Programmers
Positions Reporting to this Position	Systems Analyst and Computer Programmers
Comparable Job at UoD	None
Job Purpose	<p>The manager of TSU will nurture and grow the newly established office into a fruitful, proactive and critical resource.</p> <ul style="list-style-type: none"> • Focus: NCAA academic accreditation and implementation of the strategic plans for DQAA and the University.
Duties and Responsibilities	<ul style="list-style-type: none"> • Participate in developing a 5-year strategic plan for DQAA. • Overall responsibility to execute the Technical Support Unit's component for the quality mission of the University. • Develop and share data to benefit the University and its extended community. • Provide leadership for the processes of planning and decision making.

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	<ul style="list-style-type: none"> • Take the lead in the development of the DQAA website. • Get input from system analysts, engineers, programmers and others in designing a system and obtain information on project capabilities and limitations and as well as performance requirements and interfaces. • Modify existing software if any, to correct errors and adapt it to new hardware or improve its performance. • Analyze needs and software requirements of users in order to determine the feasibility of design, keeping within time and cost constraints. • Consult customers about any new software system designs and maintenance, as and when required. • Coordinate installation of software systems and monitor equipment to ensure specifications are met. • Develop and direct testing and validation procedures of software systems, as well as programming and documentation. • Analyze information to determine, recommend and plan computer specifications and layouts and peripheral equipment modifications. • Supervise the work of programmers, system analysts, technologists and technicians as appropriate. • Obtain and evaluate information on factors such as reporting formats required, cost and security needs to determine hardware configuration. • Determine standards of system performance. • Train users at the Deanship to effectively use new or modified equipment. • Store, retrieve and transform data for analysis of system capabilities and requirements. • Recommend equipment purchases in order to control dust, temperature and humidity in the system installation area. <p>The above statements describe the general nature and level of work being performed by individuals assigned to this position. This is not intended to be an exhaustive list of all responsibilities and duties required of personnel so classified.</p>
Academic	<ul style="list-style-type: none"> • Participate with a vibrant group of experts to prepare scientific articles for publication in a range of fields including institutional research and evaluation.
Administrative	<ul style="list-style-type: none"> • Assume overall responsibility for the function and success of the TSU mission, including the full development of TSU personnel and facilities. • Suggest, in collaboration with and approval by the General Supervisor of the DQAA, a planner, and other positions in DQAA, for approval by the University President. • Ensure the proper discharge of oversight duties of administrative operations.

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	<ul style="list-style-type: none"> Oversee development of an IT platform and programs to track all relevant reporting data and the Data Archiving and Retrieval Center (DARC). Oversee the preparation of an annual report, including reports summaries of sources. Conduct of an annual review of all personnel, including administrative leaders and staff positions
Financial	<ul style="list-style-type: none"> Oversee development of a system for monitoring and management of budgets in DQAA, especially from the Internally Generated Funds (IGF). Within authorized limits and with the delegated authority from the university president, comment on all capital, operational scientific and support expenditures, from the IGF.
Planning	<ul style="list-style-type: none"> Participate in creating, activating, monitoring and achieving the DQAA's strategic plan as it evolves through the process of continuous planning.
Quality	<ul style="list-style-type: none"> Overall responsibility for maintaining high standards for effective and efficient conduct of ICT support that assembles and shares useful electronic data with the University and the community to ensure program effectiveness.
Human Resources	In consultation with, and in agreement by the Director of the DQAA and the University President, delegate the authority to suggest faculty and staff for administrative positions in DQAA.
Qualifications	Must hold a PhD in ECE/CSE/EEE/IT, or a Master of Science degree in engineering or technology.
Terminal Degree:	
Experience:	<p>Must have:</p> <ul style="list-style-type: none"> At least 10 years of experience beyond the master degree. Served in administrative leadership positions for at least five years such as: department chair or a director of a division. Broad knowledge in and experience with a variety of computer systems and technologies. Must demonstrate latest technical skills in computer information systems, preferably in academic accreditation. Substantial experience in needs assessment of resources required for management information, planning or in a technical support office, preferably in an institution of higher learning.
Competencies and Skills:	<ul style="list-style-type: none"> Should have proven leadership experience and strong organizational skills to work independently and in collaboration with diverse professional groups. Basic budgeting processes and financial management to participate meaningfully in internal generated revenue activities. Ability to be self-directed in formulating analytical summaries, findings and recommendations. Communication Skills

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	<ul style="list-style-type: none"> ○ Communicate information and ideas clearly so others can understand. ○ Write clear, well-presented and succinct minutes and reports. ○ Translate complex information into clear briefing documents + illustrations. ○ Generate and proof-read complex documents ● Interpersonal Skills <ul style="list-style-type: none"> ○ Sensitivity: capacity to listen effectively, ask the right questions and respond appropriately; ability to maintain confidentiality and discretion about sensitive issues. ● Critical Thinking Skills <ul style="list-style-type: none"> ○ Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. ● Teamwork <ul style="list-style-type: none"> ○ Work effectively as part of a larger team. ● Flexibility <ul style="list-style-type: none"> ○ Multi-task and function effectively under pressure and in any ground zero environments. ○ ● Planning and Organization <ul style="list-style-type: none"> ○ Effective time management skills. ● Initiative <ul style="list-style-type: none"> ○ Proactive and able to work on own initiative and prioritize workload. ○ Think of new approaches to difficult and complex problems.
Knowledge:	<ul style="list-style-type: none"> ● Computers and Electronics: Circuit boards, processor, chips, electronic equipment and computer hardware and software, including applications and programming. ● Engineering and Technology: The practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services. ● Design: Knowledge of design techniques, tools and principles involved in production of precise technical plans, blueprints, drawings and models.
Work Environment	Office environment subject to interruptions. Travel to off-campus locations. Mobilization and capacity building mode.
Conditions of Employment	A full-time contract, renewable subject to performance.

6. **Manager, Quality Office at the College Level**

The manager of an Office of Quality at the college level is a faculty member who is responsible for the processes of quality, academic accreditation and meeting the standards of academic accreditation and assessment of his/her departments at the college. He/she works towards the development and improvement of performance in all other aspects and in infusing the culture of quality at their college.

Responsibilities:

1. Instill the concept of quality and infuse its culture in the college as a whole.
2. Supervise the implementation of academic accreditation and assessment.
3. Participate in the development of the strategic plans of the college, in cooperation with the DQAA and supervise its implementation.
4. Analyze the barriers that face programs of quality and propose solutions.
5. Supervise the implementation of issues referred to him/her, which are related to quality and academic accreditation.
6. Prepare plans for periodic reviews of approved quality standards in order to ensure continuous improvement in the performance of academic departments.
7. Create a mechanism to observe the expectations, requirements and the satisfaction level of the college stakeholders both internal and external and convey this to the academic departments and the relevant administration.
8. Present periodic reports to the dean of the college on the status of work and any challenges that have been encountered.

7. Responsibilities of Quality Cluster Coordinators

1. Improve quality in the department in the light of the strategic plans of the University and the college while paying special attention to the implementation plans.
2. Coordinate between the managers of quality, development and academic accreditation and the chairpersons of committees in various departments in order to improve quality.
3. Participate in preparing a program of self-study in order to identify strengths and weaknesses of the department, in accordance with the NCAAA forms.
4. Establish action plans for developing and improving quality according to the findings of the self-study.
5. Follow up and document the KPIs in the department.
6. Prepare periodic and annual reports on the performance of the department, describing the actual and expected performance of the development process and provide the manager of Quality, Development and Academic Accreditation with suggestions and opinions.
7. Follow up on the implementation of decisions of the manager of the Quality, Development and Academic Accreditation.
8. Participate in revising and updating the specifications of courses and the programs according to the departmental NCAAA forms.

8. Computer Programmer Job Description

Job Title	Computer Programmer
Reports to	General Supervisor, DQAA
Reporting Line/Staff	Director, Quality Systems Unit
Positions that Report to this Position	None
Comparable Job at UoD	None
Purpose	<ul style="list-style-type: none"> • Consult and assist the TSU Manager, system analysts and computer operators to define and resolve problems in running computer programs. This includes clarifying program intent, identifying problems and suggesting changes.

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	<ul style="list-style-type: none"> • Develop computer programs for mathematical, scientific and business problems by electronic data processing equipment with a particular reference to quality in higher education. • Convert project specifications and statements of problems and procedures into detailed logical flow charts for coding into computer language. • Develop and write computer programs to store, locate and retrieve specific documents, data and information. • Contribute to the development of the DQAA website.
<p>Representative Duties and Responsibilities</p>	<ul style="list-style-type: none"> • Prepare detailed workflow charts and diagrams that describe input, output and logical operation. Write programs, using workflow charts and diagrams and apply knowledge of computer capabilities, subject matter and symbolic logic. • Assist other programmers in the maintenance of program operations. • Conduct trial runs of programs and software applications to ensure they will produce the desired information. • Correct errors by making appropriate changes and then recheck the program to ensure that the desired results are produced. • Write documentation of programs; produce system and user documentation during the development of systems. • Update and maintain computer programs and software packages to handle specific jobs. • Contribute in the revision, repair or expansion of existing programs to increase operating efficiency or adapt to new requirements. • Write and contribute to instructions or manuals to

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	<p>guide end users. Review and update existing manuals according to the needs of the users</p> <ul style="list-style-type: none"> • Investigate whether networks, workstations, the central processing unit of the system, and/or peripheral equipment are responding to a program's instructions. • Perform systems analysis and programming tasks to maintain and control the use of computer systems software as a systems programmer. • Collaborate with computer manufacturers and other users to develop new programming methods. • Train subordinates in programming and coding.
Academic	Participate in developing research papers for publication.
Administrative	As and when required
Financial	None
Planning	None
Quality	None
Human Resources	None
Qualifications	
Terminal Degree	<ul style="list-style-type: none"> • MCA or MSc in computer science, M\mathematics, statistics or information systems along with special courses in computer programming (two years fulltime).
Experience	<ul style="list-style-type: none"> • Work requires two years experience in programming in a widely used computer language. • Develop and keep records, books and minutes, etc. both in electronic and paper format. • Administrative experience in general.
Competencies and Skills	<ul style="list-style-type: none"> • Technical Skills <ul style="list-style-type: none"> ○ Visual Basic. NET ○ Scientific workstation ○ UNIX

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	<ul style="list-style-type: none"> ○ PC DOS / MS DOS ○ Microsoft Windows ○ OS/2 ○ C/C++ /C# ○ JAVA ○ SQL, Server Database, SQL ADO.NET ○ Application Programming ○ Database design ○ ASP.NET ○ MS Word ○ MS Excel ○ Networking/LANS ○ TCP/IP Protocol ○ Crystal Reports ○ PC database management software ○ Write computer programs for various purposes <ul style="list-style-type: none"> ● Communication Skills <ul style="list-style-type: none"> ○ Communicate information and ideas clearly so others can understand. ○ Write clear, well presented and succinct minutes and reports ○ Translate complex information into clear briefing documents ± illustrations. ○ Generate and proofread complex documents. ● Interpersonal skills <ul style="list-style-type: none"> ○ Assertiveness ○ Sensitivity: capacity to listen effectively, ask the right questions and respond appropriately; ability to maintain confidentiality and discretion about sensitive issues. ● Critical Thinking Skills <ul style="list-style-type: none"> ○ Use logic and reasoning to identify the strengths and weaknesses of alternative
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	<p>solutions, conclusions or approaches to problems.</p> <ul style="list-style-type: none"> • Teamwork <ul style="list-style-type: none"> ○ Work effectively as part of a team. • Flexibility <ul style="list-style-type: none"> ○ Multi-task and function effectively under pressure. • Planning and Organisation <ul style="list-style-type: none"> ○ Effective time management skills. • Initiative <ul style="list-style-type: none"> ○ Proactive and able to work on own initiative and prioritize workload. ○ Think of new approaches to difficult and complex problems.
Work Environment	Office environment subject to interruptions.
Conditions of Employment	A full time contract, renewable subject to performance.

9. Systems Analyst Job Description

Job Title	Systems Analyst
Reports to	General Supervisor
Reporting Line/staff	Manager, TSU
Positions that Report to this Job	None
Comparable Job Currently Occupied at UoD	None
Purpose	<ul style="list-style-type: none"> • Consult and assist the TSU Manager, programmer and computer operators to define and resolve problems in running systems, including clarifying program intent, identify problems and suggest changes. • Under general direction acts as a lead to develop, design, document, maintain, evaluate, support and provide problem resolution for computer systems applications; performs a variety of technical and analytical services for academic, business, finance, DQAA, payroll and personnel departments; analyses, evaluates and trains users on mainframe computer systems; performs other related duties as assigned.

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<p>Representative Duties and Responsibilities</p>	<ul style="list-style-type: none"> • Collects information to analyse and evaluates existing or proposed systems. • Analyse and evaluate present or proposed business procedures or problems to define data processing needs. • Prepares detailed flow charts and diagrams outlining systems capabilities and processes. • Researches and recommends hardware and software development, purchase and use. • Selects among authorized procedures and seeks assistance when guidelines are inadequate, significant deviations are proposed or when unanticipated problems arise. • Works as a team member with other technical staff, such as networking to ensure connectivity and compatibility between systems. • Writes and maintains system documentation. • Conducts technical research on system upgrades to determine feasibility, cost, time required and compatibility with current system. • Documents system problems and resolutions for future reference.
<p>Academic</p>	<p>Participates in developing research papers for publication.</p>
<p>Administrative</p>	<p>As and when required</p>
<p>Financial</p>	<p>None</p>
<p>Planning</p>	<p>None</p>
<p>Quality</p>	<p>None</p>
<p>Human Resources</p>	<p>None</p>

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Qualifications	
Degree Requirements	<ul style="list-style-type: none"> • MBA/MS in Management Information Systems
Experience	<ul style="list-style-type: none"> • 3 years experience as a systems analyst. • Develop and keep the records, books and minutes, etc. both in an electronic and hard copy format. • General administrative experience.
Competencies and Skills	<ul style="list-style-type: none"> • Communication Skills <ul style="list-style-type: none"> ○ Communicates information and ideas clearly so others can understand. ○ Write clear, well presented and succinct minutes and reports. ○ Translate complex information into clear briefing documents ± illustrations. ○ Generate and proof read complex documents. • Interpersonal skills <ul style="list-style-type: none"> ○ Assertiveness ○ Sensitivity: capacity to listen effectively, ask the right questions and respond appropriately; ability to maintain confidentiality and discretion about sensitive issues. • Critical Thinking Skills <ul style="list-style-type: none"> ○ Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. • Teamwork <ul style="list-style-type: none"> ○ Work effectively as a part of a team.

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	<ul style="list-style-type: none"> • Flexibility <ul style="list-style-type: none"> ○ The ability to multi-task and function effectively under pressure. • Planning and Organisation <ul style="list-style-type: none"> ○ Effective time management skills. • Initiative <ul style="list-style-type: none"> ○ Proactive and able to work on own initiative and prioritize workload. ○ Think of new approaches to difficult and complex problems.
Work Environment	An office environment that is subject to interruptions.
Conditions of Employment	A full time contract that is renewable based performance.